

50+

Connecting with Experience

The Business Case for Iowa's 50+ Workers

AARPSM

The power to make it better.[®]

www.aarp.org/ia

Iowa Department of Elder Affairs

One Iowa, One Unlimited Future

www.state.ia.us/elderaffairs



Connecting with Experience

The Business Case for Iowa's 50+ Workers • 2007



Governor Chet Culver

Iowa Department of Elder Affairs

One Iowa, One Unlimited Future

The Iowa Department of Elder Affairs, working with Area Agencies on Aging, community-based service providers and older people themselves, strives to improve quality of life for current and future generations of older Iowans. The agencies help older adults live independently in their own homes and communities.

One of the Department's collaborative efforts with other private, non-profit and government organizations, is to help leverage employment opportunities for the older job seeker. The Senior Internship Program (SIP), administered by the Department of Elder Affairs, is an employment program for older Iowans age 55+ who need job search assistance, skills assessment, resume and interview assistance, and job counseling. For low-income Iowans who qualify, the program also provides paid on-the-job training, usually in non-profit community service organizations. These worksites provide training to help participants re-enter Iowa's workforce.

www.state.ia.us/elderaffairs



AARP

Workers 50+ are a dynamic, skilled and vital component of today and tomorrow's workforce. AARP is striving to create a national consensus about the value of mature workers and their impact on the U.S. economy. AARP is working with state leaders in Iowa and across the country to develop partnerships among policy makers, business, trade groups, education and communities that will increase awareness and opportunities for mature workers. As part of the effort, since 2000, AARP has recognized the best companies for mature workers with the national award, "The Best Employers for Workers Over 50."

AARP is a non-profit, non-partisan membership organization that helps people 50+ have independence, choice and control in ways that are beneficial and affordable to them and society as a whole. We provide information and resources; engage in legislative advocacy and community service, and offer a wide range of unique benefits and services for members. The 370,000 AARP members in Iowa are served by a dedicated team of staff and volunteers working to achieve positive social change.

www.aarp.org/ia

The State of 50+ Workforce in Iowa

Three important trends are converging that are having a dramatic impact on Iowa's workforce:

- (1) The workforce, and the state's population as a whole, are aging. The age cohort of Iowans 50-64 will increase by more than 30 percent between 2006-2010, while at the same time there will be a reduction of younger workers in the marketplace.
- (2) Labor shortages are projected in a growing number of sectors of the Iowa economy, with forecasters estimating Iowa businesses may need to overcome an estimated 200,000 worker shortage by 2012.
- (3) Many workers want to and need to continue to work beyond traditional retirement age. Seven out of 10 workers age 45-74 say they plan to work in some capacity in retirement.

Iowa's changing and maturing workforce necessitates the need for this report. This publication highlights the findings of the Mature Workforce before Initiative, showcases some of Iowa's leading mature worker friendly companies, and offers resources for Iowa's employers, employees, policy makers, and business and community leaders to connect with the experience, talent and potential 50+ workers bring to meet the challenges of Iowa's workforce of tomorrow.

(1) U.S. Bureau of Labor Statistics
 (2) "Meeting Iowa's Workforce Challenge" 2006, Iowa Works Campaign
 (3) AARP Staying Ahead of the Curve, 2004



Rep. Linda Upmeyer and AARP CEO Bill Novelli



Raising Awareness, Reaching Consensus, Moving Forward

Initiative Identifies Employer Values, Needs and Concerns for Iowa's 50+ Workforce

While several Iowa companies are leaders in developing policies and practices to meet the needs of workers age 50+, many Iowa businesses are just beginning to grapple with the reality of their aging workforce demographics and want help better understanding how the shift will impact their operations, and how they can make changes now to stay ahead of the curve.

These were among the findings of the 2005 Iowa Mature Workforce Initiative, a pilot program coordinated by AARP, the Iowa Department of Elder Affairs (IDEA) and the Governor's Task Force on Mature Workers. The project brought together leaders from Iowa's public, private and non-profit sectors to raise awareness of mature worker issues and further employment opportunities for 50+ workers across the state.

The Iowa pilot program included a series of five regional "Connecting with Experience" forums in Davenport, Des Moines, Cherokee, Council Bluffs, Ottumwa and Waterloo in the fall of 2005, culminating with a statewide conference for human resource professionals, policy makers, business leaders, workforce development partners, legislators and educators in Des Moines in May 2006.

Through the forums and conference, more than 500 participants engaged in discussions on the value and advantages of mature workers, employer needs and concerns about hiring mature workers and areas of consideration for state public policy reform. The initiative's top 10 key findings, designed to inform Iowa's public and private sector policy reform discussions, are:

- (1) Many Iowa employers recognize the benefits of encouraging intergenerational workplace diversity for transfer of skills, values and behaviors to younger workers. Older Iowa workers are seen as mentors, leaders and teachers for younger workers and as assets for company profitability.
- (2) Many Iowa employers understand the desirability of hiring mature workers and the strong work habits and work ethic mature workers bring to the job. Employers also recognize mature workers' low turnover rates, longer job retention, strong problem solving abilities, desire and ability to work non-traditional hours and safety consciousness, resulting in lower injury rates.
- (3) Employers want/expect more dialogue on the aging of Iowa's population and how it will affect the workplace. They need help making their work environments more desirable and accommodating to mature workers, and more information on best polices and practices for flexible work options as well as ergonomic or system changes for greater accessibility for workers of all ages.
- (4) Access to affordable and/or portable health insurance is crucial for maintaining financial security. Health insurance costs for mature workers are considered a barrier to hiring older/mature workers.

Bob Berg, Human Resources Vice President, Stanley Consultants, and Pat Keir, Chancellor, Eastern Iowa Community College



Michael Lynch, President, Manpower of Des Moines



Margaret Wilson, CEO/Chairman of the Board, Paragon Industries



Kathleen Souhrada, Director of Employment, Principal Financial Group

(5) Higher education is critical to leverage opportunities for mature workers. Mature workers need additional skill sets, especially the ability to keep their technology skills up to date. Mature workers also need better training to be able to promote themselves and highlight their skills and advantages to prospective employers. Current training opportunities need to be highlighted, especially stronger linkages to community colleges, which are viewed as critical resources and partners for training and re-training.

(6) A connection resource or a better, more efficient method for employers to tap into the mature job seeker pool is needed. Suggestions were for a mature job seeker website or some central vehicle that could bring mature workers and employers together.

(7) An informational packet or online resource, available to employers of all sizes and in all locations, with information and tips on how to make the workplace more friendly not only to the mature work group, but also to other employee age groups would be beneficial.

(8) More information needs to be shared on what ergonomics or other environmental systems changes could be implemented to better accommodate mature workers – and all workers – in physically challenging jobs.

(9) A workplace that supports and includes the variety of cultural differences needs to be promoted at all levels of Iowa businesses. The decision to hire mature workers must come from all levels. Employers and their staff need to overcome stereotypes. Employers need more information on the advantages of a multigenerational workforce and accurate information on how to prevent age discrimination and maximize the benefits of a mature workforce.

(10) Efforts should be made to continue to keep this issue at the forefront for employers. While this project is complete, the magnitude of the issue indicates the need for continued discussion, programs and planning.

Iowa Task Force on Mature Workers Member Organizations

- AARP
- AARP Senior Community Service Employment
- Central Iowa Chapter of the Society for Human Resource Management
- Experience Works
- Iowa Association of Business and Industry
- Iowa Association of Community Colleges
- Iowa Association of Independent Colleges and Universities
- Iowa State University Extension
- Iowa Association of Area Agencies on Aging and Generations Area Agency on Aging
- Iowa Business Council
- Iowa Community Vitality Centers
- Iowa Department of Education
- Iowa Department of Economic Development
- Iowa Department of Elder Affairs
- Iowa Department of Human Rights
- Iowa State Board of Regents
- Iowa United Auto Workers
- Iowa Utility Association
- Iowa Workforce Development
- Principal Financial Group
- Professional Developers of Iowa
- West Central Development Corp.

Iowa Companies

Share Best Policies and Practices to Recruit and Attract 50+ Workers

Innovative Iowa companies are breaking down barriers to employing and retaining mature workers. Employers who participated in the Iowa Mature Workforce Initiative regional forums and statewide conference agree it makes business sense to develop new personnel practices and implement organizational changes in anticipation of the coming demographic shift.

Nationwide and Allied Insurance recruiting specialist Sara Schuler, a panelist at the Des Moines Regional Mature Workforce session, said Nationwide's mature worker recruiting efforts have had positive benefits in the workplace. "We find mature workers bring a lot to our workplace," said Schuler. "We've even seen mentor teams form—where mature workers help fellow

associates in areas where they have less experience, and vice versa. It's been the right thing to do."

Bob Berg, Vice President and Director of Human Resources, Stanley Consultants, Inc, of Muscatine, says the engineering, environmental and construction services consulting firm offers a variety of benefits for its employee members that are attractive to mature workers. One of its most popular benefits is Stanley's "Phase-In Retirement Program" that gives employees the ability to ease into their retirement over a period of time, and allows the company to retain the knowledge and expertise of their most senior members.

"Our retirees have a lifetime of know-how that we don't want walking out the door forever," said

Berg. He estimates that about 75 percent of Stanley's new retirees participate in the program during their first two years of retirement, benefiting the retiree, the company and its clients.

Michael Lynch, president of Manpower Inc., of Des Moines, said one of the most critical culture changes companies are making today is embracing flexible workforce practices such as flex time and job sharing. "As a small business owner and employer myself, I've said absolutely no way, we're not changing from 40 hour weeks to flexible scheduling or job sharing, but I've seen the light. It can work, I've seen it work for my company, and now I'm focusing on helping companies understand that we all need to be more flexible in order to be successful."

"Our retirees have a lifetime of know-how that we don't want walking out the door forever," said Berg.



Marylly Baumbach (left), a "Happy Returns" employee of the Principal Financial Group is pictured with Cindy McVey (right), a co-worker and private banker at the Principal Financial Group

Leading Iowa Companies for Mature Workers

Organizations including AARP, the Iowa Department of Elder Affairs and the Iowa Older Worker Employment Partnership support an aging workforce by celebrating employers who recognize the unique value of the 50+ workforce. A number of Iowa companies have been recognized at the state and national level for their mature worker-friendly practices, including:

Stanley Consultants

Industry: Consulting Services
Location: Muscatine, IA
URL: www.stanleyconsultants.com



Best Practice Strategies

Stanley Consultants' formal and informal mentoring programs have been in place for more than 40 years, providing mature mentors with personal satisfaction in being able to pass on their invaluable knowledge. A regularly held retirement training workshop, open to members 55+ and spouses, includes information on retirement planning, as well as the opportunity to meet individually with trained retirement counselors. Stanley Consultants has been recognized by AARP annually since 2002 as one of the country's "Best Employers for Workers Over 50", including recognition as the country's leading employer for workers 50+ in 2005.

The Principal Financial Group

Industry: Financial Services
Location: Des Moines, IA
URL: www.principal.com



Best Practice Strategies

In 2006, the Principal Financial Group continued to offer Wellness Time Off / Financial Time Off, which allows employees extra time away from work to take care of health, wellness and personal financial needs. The company's Happy Returns program helps retirees return to work with the assistance of the Manpower staffing service. The Principal Financial Group has been recognized by AARP annually since 2001 as one of the country's "Best Employers for Workers Over 50."

John Deere

Industry: Industrial Equipment and Commercial Machinery
Location: Waterloo, IA
URL: www.johndeere.com



Best Practice Strategies

John Deere's comprehensive health benefits plan is offered to any employee working at least one hour per week. Thirty-six percent of the company's employees are age 50+ and the average tenure of employees age 50+ is 24.6 years. John Deere has been recognized by AARP annually since 2001 as one of the country's "Best Employers for Workers 50+."

Hy-Vee

Industry: Supermarket Chain
Location: Iowa
URL: www.hy-vee.com



Best Practice Strategies 2006

With more than 223 retail stores in the Midwest, Hy-Vee, Inc. provides a diverse workplace in many Iowa communities, often employing mature workers to help staff many positions. Hy-Vee is proud to be an equal opportunity employer.

Wellmark

Industry: Insurance
Location: Iowa
URL: www.wellmark.com



Best Practice Strategies 2006

Wellmark focuses on collaborating with non-profit organizations to support special programs, and assist with efforts to make a positive impact in Iowa. One of the ways the company does this is through its support of the Older Worker Employment



Partnership, Comprised of private and non-profit organizations this partnership supports mature/older workers "in full engagement in Iowa's economy".

Wells Fargo

Industry: Finance & Insurance
Location: Iowa
URL: www.wellsfargo.com



Best Practice Strategies

At Wells Fargo, people are a competitive advantage, and the company strives to create an inclusive and diverse work environment. Recruiting and retaining mature team members are at the heart of Wells Fargo's diversity efforts. Many of its businesses offer part-time jobs and some even offer job sharing opportunities. Those options are great for workers who want to supplement their retirement income or scale back their work commitments rather than retire. Wells Fargo also offers competitive benefits for part-time workers. Wells Fargo wants to do more than just reflect or represent the diversity of its communities. It wants to reflect the diversity of its communities, and that includes attracting workers in every stage of life.

Nationwide

Industry: Insurance
Location: Iowa
URL: www.nationwide.com



Best Practice Strategies

Nationwide – represented in central Iowa by Allied Insurance, Nationwide Advantage Mortgage, Nationwide Agribusiness, and Nationwide Insurance – regularly recruits from the 50+ job seeker pool. Nationwide believes an inclusive and diverse work

environment encourages innovation and promotes the sharing of talent and ideas. Every associate is encouraged to bring their unique experiences and talents to the company.

Iowa Member Companies of the AARP National Employer Team

As of December 2006, 30 national employers have joined the AARP National Employer Team of companies that are committed to recruiting, hiring and retaining mature workers. Many of the companies have operations in Iowa, including The Principal Financial Group. Information about all of the companies, their industries and links to available jobs is available by visiting www.aarp.org/money/careers. National Employer Team members with Iowa locations include:

Business and Marketing Services

Pitney Bowes, Inc.
 APAC Customer Services, Inc.

Communications

Cingular Wireless
 Verizon

Finance and Insurance

MetLife, Inc.
 New York Life Insurance Co.
 The Principal Financial Group

Health Care

Quest Diagnostics
 Right at Home

Retail

The Home Depot
 Borders Group
 Walgreens
 Toys R Us/Babies R Us
 Staples, Inc.

Staffing and Security Services

Adecco
 AlliedBarton Security Services
 Express Personnel Services
 Kelly Services, Inc.
 Manpower, Inc.
 Spherion Corporation
 Robert Half International

Transportation and Travel

Cendant Car Rental Group-
 Avis/Budget
 Schneider National, Inc.

Resources



Phyllis Anderson, Chair, Older Worker Employment Partnership



Older Worker Employment Partnership quarterly meeting

Senior Community Service Employment Program

In partnership with the Department of Labor, Iowa offers job referral and placement services for older workers and businesses, non-profits and government organizations across the state through the federally funded grant program known as the Senior Community Service Employment Program.

The programs assist older workers by creating job skills training and useful part-time work through work agreements with non-profit organizations, businesses and government agencies. The programs are administered through a variety of Iowa agencies including the Iowa Department of Elder Affairs with the Area Agencies on Aging; AARP, Experience Works and SSA, Senior Services of America.

Iowans 55 and older who meet the income eligibility requirements are assigned to work in all types of positions, ranging from teacher aides, to office workers, computer operators, maintenance workers, and

drivers. They work in hospitals, schools, offices, and day care centers. They have the opportunity to improve and learn new skills with on-the-job and classroom training. They usually work part-time, 20-hour weeks.

Phyllis Anderson of the Iowa Department of Elder Affairs has been working as the State SIP Coordinator for the past six years, and in various capacities at the Department of Elder Affairs for 17 years. "I continue to be very excited by the opportunity SCSEP provides to older Iowans," said Anderson. "These programs are good for the community and for Iowa's older population."

Businesses interested in hiring older workers through this program should contact the agency that serves their local area. Workers looking for employment assistance should also contact the agency in their local area.

Iowa's Community Colleges

Iowa's Community Colleges are an excellent resource for mature job seekers who want to improve or maintain their skills. In the Polk County area, Des Moines Area Community College (DMACC) offers adults 62 years of age and older the opportunity to register for credit courses at no charge for tuition. Students are responsible for other costs, such as books, materials, supplies, course fees and internet access fees. Persons interested in participating need to contact the DMACC registration office for details and deadlines.

AARP, the Iowa Department of Elder Affairs, the Central Iowa Society of Human Resource Managers (CISHRM) and DMACC have been working on a special pilot project that may help improve the connection between Des Moines area business and mature job seekers. The project is a partnership to better assess the needs of older job seekers with a goal of improving the information, access and quality of employment-related assistance and services. Look for more information in the coming months on this project by visiting the CISHRM website at www.cishrm.org

Many community colleges in Iowa provide continuing education opportunities targeted specifically for the older Iowan. DMACC's Learning After Fifty-Five (LAFF) program features computer training for today's workforce, as well as a variety of other classes. For additional information on community college program offerings, information may be obtained by contacting the college in your region.

Older Worker Employment Partnership

The partnership is a collaborative effort and coordination of community resources.

The mission of the partnership is "Supporting older workers in full employment in Iowa's economy."



Helen Aringdale, Iowa's 2006 Outstanding Older Worker

Membership is open to individuals, businesses and organizations that desire to be active participants in providing public education on the worth of employing older workers advocating for their employment and helping to link employers with older workers as a valuable resource.

The Older Worker Employment Partnership selects Iowa's outstanding older worker each year. In 2006, Helen Aringdale from Columbus Junction, Iowa received this honor for her 63 years of service at the Columbus Junction Gazette.

If you know of someone who is an outstanding older worker (age 65+) and whom you would like to nominate for this award, please go to <http://www.experienceworks.org/site> and click on Prime Time Awards. There is both a state and national celebration. Filling out the application will enter the nominee for both events.

For further information on the Older Worker Employment Partnership and the 2007 Iowa Outstanding Older Worker Award, please contact:

Phyllis Anderson at the Iowa Department of Elder Affairs, 515-725-3323, email phyllis.anderson@iowa.gov

AARP SCSEP

Region Served: Central Iowa
3311 SW Ninth St., Suite 300
Des Moines, Iowa 50315-3913
(515) 287-1555
Gay Ellen Fisher, Manager

AARP SCSEP

Region Served: Eastern and Northeast Iowa
223 E. Fourth St.
Waterloo, Iowa 50703
(319) 234-0206
Christi Mason, Manager

Senior Internship Program

Regions Served: Eastern, Southeast, Central,
Western & Northwest Iowa
Iowa Department of Elder Affairs
Jesse M. Parker Bldg.
510 E. 12th St., Suite 2
Des Moines, Iowa 50317
(515) 725-3323

Siouxland Aging Services, Inc.

2301 Pierce St.
Sioux City, Iowa 51104
(712) 279-6900

Elderbridge Area Agency on Aging

22 North Georgia, No. 216
Mason City, Iowa 50401
(641) 424-0678

Heritage Area Agency on Aging

6301 Kirkwood Blvd., SW, P.O. Box 2068
Cedar Rapids, Iowa 52406
(319) 398-5559

Generations Area Agency on Aging

935 E. 53rd St.
Davenport, IA 52807
(563) 324-9085

Experience Works

Regions Served: Central, North and South Central
P. O. Box 4040
Des Moines, Iowa 50313-4040
(515) 243-2430

Senior Service America, Inc. (SSA)

Regions Served: Western Iowa
West Central Development Corp.
1108 Fourth St
Harlan, Iowa 51537
(712) 755-5135

Senior Service America, Inc. (SSA)

Regions Served: Northwestern Iowa
Community Action Agency of Siouxland
2700 Leach Ave.
Sioux City, Iowa 51106
(712) 274-1610

Iowa Workforce Development One Stop Centers

In 1998, Des Moines Region Workforce partners joined forces to create and operate under one umbrella, the One Stop Workforce Center System. The Des Moines Iowa Workforce Development Center is one of 16 One Stop Workforce Centers in the State. These centers comprise multiple employment and training opportunities for job seekers of all ages. Additionally, through the Senior Community Employment Services Program (SCSEP) job seekers 55+, who meet low-income guidelines, are offered job training in their communities. In Iowa, four SCSEP providers, AARP, Experience Works, SSA (Senior Service America), and the state-sponsored Senior Internship Program (SIP), offer employment assistance. The local Des Moines One Stop is located at: 430 E. Grand Ave, Des Moines, Iowa 50309-1920
Hours: 8:00 a.m. to 4:30 p.m., Monday - Friday
Telephone: (515) 281-9619 - FAX: (515) 281-9640
To find the closest workforce center in your region, you may go to <http://www.servicelocator.org>.

Stay on Top of Workforce Trends

For the latest news on changing industry and workplace trends, plus summaries of articles from hundreds of media sources, sign up for Smart Brief, a free, bi-weekly e-newsletter from AARP. Register for Smart Brief at www.smartbrief.com/aarp

What Employers Can Do

Tips on Transforming the Workplace for Tomorrow

To stay competitive, employers in the 21st century will need to develop ways to find and keep older workers who contribute skills and expertise to the workplace. According to Deborah Russell, AARP Director of Workforce Issues, careful planning can help employers overcome demographic shifts and capitalize on the potential of an aging work force.

“Companies that address a range of personnel issues in the three key business operations areas of **general policy, recruitment and training, and flexible work opportunities** have proven to be more appealing to older workers,” said Russell.

General Policy

1. Sensitize managers to the value of hiring and promoting older workers.
2. Educate managers on age discrimination laws, age-neutral performance and appraisal systems, and benefits of hiring and promoting older workers.
3. Offer management-level training and employee workshops to eliminate age-related bias in the workplace.
4. Conduct “age audits” to identify possible barriers for older workers to equal hiring, promotional opportunities, and training opportunities.

Flexible Work Opportunities

1. Offer and promote alternatives to traditional full-time work.
2. Provide flextime work opportunities.
3. Provide opportunities for job sharing.
4. Provide opportunities for part-time work.
5. Offer phased retirement opportunities.
6. Provide telecommuting opportunities.
7. Offer compressed work schedules.

Recruitment and Training

1. Partner with agencies that help older workers find jobs.
2. Maintain a job bank that includes retired workers who may be interested in filling temporary positions.
3. Supplement recruiting packages with materials designed for older workers.
4. Ensure that recruitment materials reflect the images of an age-diverse workforce.
5. Incorporate training programs that address multiple learning styles and adult learning principles.
6. Encourage all employees to participate in informal training and development opportunities.
7. Encourage workers to stay abreast of technological advances and offer computer training to all workers.
8. Offer an age-neutral tuition assistance program for all employees.

For more information on creating older worker-friendly workplaces, visit

AARP: www.aarp.org/employerresourcecenter
Employee Benefits Research Institute (EBRI): www.ebri.org
Society for Human Resource Management (SHRM): www.shrm.org